

Supervisor FRONTLINE

A newsletter from the WA State Employee Assistance Program

Questions



How can I help employees experience more positive communication and less negativity with one another?



What more can supervisors do to improve the likelihood that an employee will make desired changes in behaviors or improved productivity without threatening the employee?



One of the hardest things for me to do is admit my mistakes. I think perhaps it's out of fear of being taken advantage of. I know it doesn't win friends, but, beyond that, what's the

Answers



When employee interaction isn't positive, you'll discover that workplace communication in general is often the culprit. Communication breakdown, a lack of information sharing, miscommunication, and unresolved tension often feed the negativity. Do the following to improve employee communication: beyond regular business matters, discuss the status of healthy communication among employees. Actually make workplace communication a meeting agenda item because it really is a business matter. Ask, "Does anyone here have issues or concerns they would like to share or discuss regarding our communication with one another or within the organization?" "What about issues regarding our individual roles and duties? Is there anything there we need to discuss?" "What about unresolved resource issues, needs, or concerns?" Over time, you'll witness less friction and less of a need to process these questions as positivity among employees returns.



Supervisors usually know what they want changed or corrected, but just as important as what they want is "when" they want it. Make sure your employee knows the specific date by which you need to see changes. Supervisors often omit the "when" from corrective interviews. Think about your own life experience. What leads you to actually take the steps to accomplish a task, especially one you would rather delay? Your energy to get moving, take action, and finish a task is often prompted by a deadline, which creates a sense of urgency. Feeling an urgent need to do something is linked to the deadline rather than to the value of the task itself. Start thinking "Formal Referral" when this strategy of identifying "what" and "when" fails to help your employee make the changes you seek.



Contrary to what you might think, employees are attracted not so much to the smart and right supervisor but to the authentic supervisor. You appear safer and more approachable to your employees if you are more real to them. This is what gives charismatic leaders their edge. Their authenticity comes through. When you model being your true self, you prompt others around you to do the same. They may no longer feel

Frontline Supervisor

Questions

downside to not admitting my mistakes?



What can or should supervisors do to support employees facing layoff?



I know the EAP can help employees improve job performance and address personal problems, but

what are some of the less frequently discussed ways an organization can benefit by referring employees to the EAP?

Answers

the need to stay as inhibited or afraid to show their vulnerable side or real selves. Outside the home, having a work environment that facilitates and encourages authenticity is a valuable thing. It's a luxury to feel unencumbered by the need to be defensive and protect ourselves from the larger world. Admitting mistakes and being human is part of this authentic profile.



Be sure to let employees know about the EAP to help them deal with their stress. Employees will look to you for how to model their reaction to the layoff, so be both a good manager and a good leader by setting the expectation of endurance and positivity as much as possible. Don't be too quick to tell employees to look on the bright side, dismiss their concerns, or recommend they "start a hobby or catch up on medical appointments." Let employees know the EAP can offer support, such as meeting with one's spouse or partner to help deal with problems encountered as a result of the layoff. This could include support to manage fear and uncertainty, finding ways to replace income, saving money, budgeting, or identifying resources. Not doing so can lead to turnover, interrupted team effectiveness, and loss of productivity.



The positive ripple effects of the EAP are numerous. The EAP can have life-saving benefits if they intervene with behavioral issues long before such issues become critical – such as the case of workplace violence. The EAP can help supervisors improve supervision practices, prevent dismissals and turnover, and facilitate resolution of employee disputes with the organization before they become difficult litigious problems. They may assist in resolving coworker conflicts, which improves productivity. And they can boost the functionality of work teams or get drug-dependent workers to the right treatment the first time. EAP activities may have an impact on reducing accidents, decreasing risk of employment practices liability, helping curtail dozens of counterproductive workplace behaviors, improving communication, and training employees in many types of soft skills. Many of these benefits are difficult to measure, report on, or quantify, but they are ongoing.

Notes: